

U.S. Department  
of Transportation

**United States  
Coast Guard**



Commandant  
United States Coast Guard

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COMDTINST M5312.13A  
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## COMMANDANT INSTRUCTION M5312.13A

Subj: Personnel Resources (Military & Civilian) and Civilian Employment Ceiling Manual

1. Purpose. This Instruction provides guidance, policy and procedures on Personnel Resources and Civilian Employment Ceilings.
2. DIRECTIVES AFFECTED. COMDTINST M5312.13 is cancelled.
3. OBJECTIVE. This instruction provides revised information concerning personnel allocations, reprogrammings, and Full-Time Equivalency (FTE).
4. ACTION. District commanders and commanding officers of Headquarters units shall ensure that the provisions of this Instruction are given wide distribution.
5. FORMS. Form CG-5672 (REV 8-84) (Stock Number 7530-01-GF2-9670) Billet/Position Change Notice may be obtained from Supply Center, Brooklyn.

/s/ D.C.THOMPSON  
Chief of Staff

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## CHAPTER 1. PERSONNEL ALLOWANCES

- A. Personnel Allowances. Two personnel allowances are established for each Coast Guard operating unit. One allowance is for peacetime and one is for national emergencies or war. The peacetime personnel allowance is maintained by Commandant (G-CPA). The Wartime Personnel Allowance List is maintained by Commandant (G-REP). Assignments to fill billets on the peacetime personnel allowance list are made by Commandant (G-P). Mobilization orders for billets on the Wartime Personnel Allowance List are made by Commandant (G-R). Following mobilization and the issuing of initial mobilization orders both lists come under the purview of Commandant (G-P). This Instruction deals with peacetime personnel allowances only.
- B. Personnel Allowance vs. Staffing Standards. Staffing standards are contained in the Staffing Standards Manual, COMDTINST M5312.11 (series). These standards represent the best current estimate of personnel resources required to accomplish the workload assigned to a unit. These standards are under continual review. To the extent that resources are made available to the Coast Guard, unit personnel allowance lists should reflect these standards. As long as inadequate resources are available to match standards and allowances, budgetary increases addressing the most important program priorities will be sought. When seeking additional resources through the normal planning and budgeting process, staffing standards should be cited or challenged as a part of the justification. Request for additional resources outside the budget process should not be submitted solely on the basis of these standards. It is recognized that available resources usually fall far short of the standards. It is expected that the process of achieving adequate resources to match allowances to standards will take a considerable period of time in budgetary efforts. In the meantime, challenges to staffing standards are appropriate and will prompt necessary reviews to ensure a continuing update aimed at achieving a high degree of credibility.
- C. Personnel Allowance (PAL) System in Relation to the Civilian Personnel Management Information System (CIVPMIS). The PAL system identifies all authorized full-time permanent (FTP) civilian positions, but maintains no record of other kinds of positions (e.g., part-time permanent, temporary, etc). In addition, it maintains no record of position occupancy. The CIVPMIS, on the other hand, contains records of all established civilian positions, regardless of position type, and identifies all occupants. This system is administered by Commandant (G-C). Although both PAL and CIVPMIS include records of

- 1.C. (Cont'd) all established FTP positions, procedures for updating the two systems are independent and unrelated.

D. Personnel Allowance (PAL) System

1. PAL is a computer-based system used to assist in producing personnel allowance listings for all Coast Guard units. The system also maintains extensive data for related uses in the areas of personnel support and general planning efforts at all levels.
2. Commandant (G-CPA) issues changes to unit personnel allowances via the Personnel Allowance Amendment (PAA) (Form CGHQ-9750A). These changes are the result of budgetary or reprogramming actions. the PAL data base is updated on a monthly basis and new personnel allowance lists are then distributed to commands involved or having an interest.
3. The PAL system does not maintain boat and aircraft allowances, and will no longer reflect such information on any distributed material.
4. The PAL system has been revised to better accommodate the needs of Coast Guard management. The two most significant changes are the unique identification of military billets and the ability to define unit organization in more detail than previously allowed. Local access to PAL information can also be arranged on standard C3 computer equipment for major field commands having extensive planning responsibilities.

- E. Unit Personnel Allowance List. The unit Personnel Allowance List is designed to contain as much information as possible to assist personnel managers and planners in performing routine planning efforts. Most information contained on the list is self-explanatory, however, a brief description of PAL data is provided for reference in organizing and extracting personnel allowance information in more complex analysis efforts.

1. The PAL system uses the Unit Operating Facility (OPFAC) numbers, published in COMDTINST M5440.2(series), as a basic identification for each unit (e.g. MSO Wilmington has the OPFAC number of (05-33225). A modifier code is also used at large units or those units with associated subunits. For example, MSD Morehead City shares the OPFAC code of MSO Wilmington, but is formerly identified as (05-33225-10A). In this case 10A is the modifier. To further identify unit organization and provide as much flexibility as possible for large and small units, the PAL system now uses an additional item called ORGANIZATION. Together, these data

- 1.E. 1. (Cont'd) items are known as LOCATION codes, arranged in OPFAC, MODIFIER, and ORGANIZATION sequence. Each level of the hierarchy may be specifically named. For example: to identify the Chemical Engineering Branch in the Office of Merchant Marine Safety at Headquarters, a code of 98-70098- 50C-100 might be used: 98-70098 identifies Headquarters; 50C identifies the Office of Merchant Marine Safety, Marine Technical & Hazardous Materials Division; and 100 identifies the Chemical Engineering Branch. If further identification is necessary, such as for sections within a branch, specific numbering schemes of the organization item can be arranged.
2. Military billets in the PAL system are now uniquely identified by a numbering scheme similar to that traditionally used for civilian positions. This data item is known as a BILLET CONTROL NUMBER (BCN) and is similar to the civilian version POSITION CONTROL NUMBER (PCN). Both numbers begin with two characters that identify the district, Headquarters unit, or Headquarters code, followed by a four character category, and finally a one character "type" code. Billet and position control numbers are assigned by Commandant (G-CPA), with changes resulting only from PAA actions.
  3. The traditional Officer Billet Code (OBC), as published and defined in COMDTINST M5320.7(series), is retained in the PAL system to provide a cross reference to the manner in which officer billets were identified in the previous PAL system.
  4. Appropriation data is assigned to each billet or position to identify the applicable accounting fund.
  5. Program codes are also assigned to each billet or position to identify various programs that have vested interest in budgetary or reprogramming considerations.
  6. A Sponsor code is used to identify the major program whose responsibility it is to budget for the recurring costs of a billet or position.
  7. Source information is maintained for each billet or position to indicate origin (i.e. budget, reprogramming, reimbursable, etc.) and the fiscal year in which it was obtained.
  8. Tour information identifies a standard duty tour length for military billets, or other dates that may indicate a program review after completion of an AC&I project, or reimbursable recovery dates for both billets and positions.

- 1.E. 9. Date of last change reflects any modification of data initiated by a PAA action or such changes as billet or position title modifications, military qualification code changes, civilian grade or series changes, and authorized intra-unit movement of billets or positions a specifically designated by Commandant (G-CPA).
10. Comment information (in free form text) may be assigned to each billet/position for the purpose of describing characteristics not otherwise provided. Two types of comments may exist: the first being comment text determined and maintained only by Commandant (G-CPA); the second comment type is for use by those units with local PAL computer systems based on the HQ PAL system, and is available for local command update.
11. Military billets have training or qualification requirements assigned in two categories. The first category is training or qualifications specified by program managers at Headquarters, and is maintained strictly at the Headquarters level to reflect prerequisite training for the particular billet. The second category is training/qualification requirements of the local command not covered by program manager specification, and is maintained by the local command. Officer training codes follow the traditional two character training "field" and the one character training "level" as specified in COMDTINST M1080.5(series). Enlisted qualification codes also follow the traditional coding scheme for both rate dependent and rate independent qualifications as specified in CONDTINST M1414.8(series).
12. Civilian positions have series classification codes which are assigned by the servicing civilian personnel office in accordance with the Office of Personnel Management (OPM) position classification system.
13. The PAL system uses a "deployment" code to indicate OUTCONUS, restricted, or other special detached duty that may be inherent to a particular billet or position.
- F. Personnel Allowance Amendment (CGHQ-9750A). The Personnel Allowance Amendment (PAA) is used to promulgate major changes to a unit's personnel allowance, and is distributed by Commandant (G-CPA) upon approval of a reprogramming request or through budgetary action. The following general information is provided concerning data contained on the PAA (see Figure 1-1):

DEPARTMENT OF TRANSPORTATION U.S. COAST GUARD CGHQ 9159A (Rev. 8 84)		PERSONNEL ALLOWANCE AMENDMENT		FILE NUMBER <div>1</div>	
REFERENCE <div>2</div>					
UNIT ADDRESS <div>3</div>				PERSONNEL ALLOWANCE AMENDMENT NUMBER <div>4</div>	
				OPFAC NUMBER <div>5</div>	
				DATE OF ALLOWANCE SHEET BEING CHANGED <div>6</div>	
				TITLE ALLOWANCE SHEET BEING CHANGED <div>7</div>	
ACTION <div>8</div>					
DISTRIBUTION <div>9</div>		REMARKS <div>10</div>			
		SIGNATURE (SEE INSTRUCTIONS) <div>1-5</div>		DATE <div>FIGURE 1-1</div>	

PREVIOUS EDITION MAY BE USED

# PERSONNEL ALLOWANCE AMENDMENT 1-5



- 1.F. 1. File Number - is used internally by Commandant (G-CPA) and only has referential meaning to field units.
  2. Reference - normally this block is used to reflect written correspondence between a field unit and Headquarters (or other intermediary commands) which provides the basis for changes being made.
  3. Unit Address - PAA's are addressed to the command whose personnel allowance is being modified.
  4. Personnel Allowance Amendment Number - reflects a serially unique number within the calendar year of the allowance change.
  5. OPFAC Number - is the actual location code (to the MODIFIER level) of the command whose allowance is being modified.
  6. Date of Allowance Sheet Being Changed - reflects the date of the last unit allowance list issued to the subject command.
  7. Title of Allowance Sheet Being Changed - is a short description of the OPFAC (of OPFAC) (or OPFAC and MODIFIER) whose allowance is being modified.
  8. Action - descriptions of billets or positions that are being added, changed, or deleted on the unit allowance list. The descriptions may include training, program, appropriation, grade, and billet/position title information.
  9. Distribution - indicated divisions in Headquarters and district offices that share an interest in the allowance change.
  10. Remarks - are used for brief explanatory statements to clarify issues or otherwise promote understanding of the reason for the allowance amendment.
- G. Billet/Position Change Notice CG-5672). This mailer card is designed to provide information changed under existing delegated authority. This card may be used for full-time permanent civilian positions and military billets. These cards may be type or prepared with felt tip or ball point pen and submitted promptly "after the fact". (See Figure 1-2).
1. Fill in all applicable blocks in the "current data" section of the card. Current data is that which is reflected on the last copy of the unit allowance list.

CURRENT DATA										
BCN/PCN					DIST	UNIT		MOD	ORG	POS
SERIES (Civilian)					GRADE (Civilian)					
TITLE										
NEW DATA										
DIST		UNIT		MOD		ORG		POS		QUAL CODES (Military)
SERIES (Civilian)					GRADE (Civilian)					
TITLE										
AUTHORIZATION (Typed name & signature)									DATE	

DEPT OF TRANSP, USCG, CG 5672 (REV. 8 84)  
Previous edition is obsolete

### BILLET/POSITION CHANGE NOTICE

SN 7530-01 GF2-9870

- 1.G. 2. Fill in only those blocks in the "new data" section which have been changed.
  3. Since there are only 6 sections in which to identify military qualification codes, and PAL keeps track of an unlimited number of qualification codes, the following prefixes shall be used to indicate the action taken:
    - a. A - add the qualification code to the billet (e.g. A - JP would indicate that the JP qualification is to be added to the subject billet).
    - b. D - delete the qualification code from the billet (e.g. D-JP would indicate that the JP qualification code is to be deleted for the subject billet).
  4. Completed cards are sent directly to Commandant (G-CPA-2), or to the next higher command in the organizational hierarchy that is operating a local PAL system based on the master system at Headquarters. For example, if the Second District Office is maintaining a local PAL system with Commandant (G-CPA-2), then a Billet/Position change notice from Group Upper Mississippi River would be sent to the Second District Office instead of Commandant (G-CPA-2). Obviously, a command with a local PAL system will not need to complete a card, but simply enter the changes directly at their terminal.
- H. Data Available on Request. The following standard reports are available from Commandant (G-CPA-2) (or a local PAL SYSTEM):
1. Unit allowance lists sorted by appropriation.
  2. Matrix tallies of billets (by Officer billet field, Warrant specialty, and Enlisted rate) across the categories of total allocation, ashore allocation, afloat allocation, and isolated allocation.
  3. Matrix tallies of the same format as 2 above, but separated by appropriation.
  4. Summary of unit allowance lists that reflects totals for Officer, Warrant, Enlisted, and Civilian allowances by specific unit and unit/modifier.
  5. Summary of unit allowance lists as in 4 above, but separated by classification.
  6. Permanent full-time positions by Position Control Number (PCN).
  7. Permanent full-time positions by series classification.

- 1.I. Extract Capability. The PAL system has the ability to format a report and select records based on virtually any criteria that can be applied to data contained in the system. Formal requests may be submitted to Commandant (G-CPA-2) and will be considered based on availability of personnel and time necessary to complete the request. Commands with local PAL arrangements will have similar extract capability within their local PAL system.

## CHAPTER 2. REPROGRAMMING OF RESOURCES

### A. Introduction - Philosophy.

1. Considerable effort is expended in preparing and reviewing requests for reallocation or addition of resources -especially unbudgeted billets/positions - either in conjunction with planning proposals or individual requests.
2. Meeting unbudgeted requirements and exchanging resources within and among program areas and between Headquarters, districts, and Headquarters units, presents a difficult management task in ensuring that the field commander, the program director, program and support managers, and other decision makers are addressing the requirements using the same philosophy. This section deals with the "alternatives" and "priorities" approach to the problem and provides some broad guidelines for consideration in developing requests or acting on them.
3. There is one question that emerges very clearly in the complexity of trying to meet the changing needs for resources. "How do I get the resources I need to do what must be done?" The answer is not easy, nor can any one answer be provided for all situations. But there are some kinds of things that must be done. In general, management effort at all levels, must be directed toward optimizing the use of what we do have. We must look into the "base", and seek alternative courses of action.
4. In looking at alternatives, imagination is the order of the day and innovation should be encouraged. No idea is so far out that it should be rejected without consideration.
5. We must set realistic priorities among our various programs and activities and face the fact that whenever you have several things going on, some of them must be more important than others. This is not to say that the low priority programs are unimportant. It is to say that they are less important under the pressures and realities of the moment. In looking into the base we must make a hard-nosed search for 'passé' programs, or "pet" projects that really do not warrant the priority they have been given, and we must search for resources which may no longer be getting full use.

### B. Priorities and Alternatives in Program Selection.

1. Each level of management is faced with an assortment of jobs that should be done, but no one can do them all. The matter of setting priorities is unavoidable.

- 2.B. 2. There is a hierarchy that develops in organizations, and each level of that hierarchy is responsible for the accomplishment of the programs, goals and objectives set for it. Each one must set priorities at their level. Each will periodically be faced with the problem of going up the ladder to ask for additional resources. In the process, one must tell the next level above how they rank their needs with relation to each other. This starts with the individual unit but becomes more and more complex as it progresses from unit-to-group-to-district-to-Headquarters- to the Office of the Secretary. Regardless, the level above must know how the level below ranks its priorities.
3. Each of the upper levels must combine and re-rank the priorities they receive from a lower echelon, so as to form a new priority ranking which takes into account all the thinking of the lower levels and blends it with the factors known only to the commander at the next higher level. Clearly the ultimate selection of priority rests with "The BOSS". "Boss" means the individual -- at whatever level -- who is responsible for the decision to be made. It may mean a unit commanding officer, a district commander, or the Commandant. This responsibility cannot be passed on. It is the Boss's choice and the Boss's responsibility. The priorities selected or established must be true, hard-nosed priorities -- not a matter of doling out a "fair share." That's why the responsibility belongs to the individual alone -- no matter at what level in the Coast Guard, if the individual is a "Boss", then that individual must choose.
4. An outstanding example of where this sort of thing comes in to play is in the selection of personnel resources to do a given job. A request for additional resources is always for a bona fide reason. There is usually no argument with the mission involved. The question is, "where do the people come from?" Requests for personnel are often accompanied by a statement which says, "I have no resources to devote to this program." What that says to "the Boss" is that one of three things must be true:
- a. That all of the ongoing programs in the originator's command are of higher priority than the one for which resources are being requested -- in which case the chances are that the program for which resources are asked is probably pretty low in priority.
  - b. That the responsibility of making a choice between some ongoing programs has not been accepted.
  - c. That there is a last glimmer of hope that perhaps the "Boss" has some resources that can be devoted to the program in question.

- 2.B. 5. Priorities are not static. Once set, they should not be considered to be locked in. There should be stability and consistency in the approach from year-to-year and period- to-period. However, programs are often overtaken by events: politics shift; different information is added to the information on which the original decision was based; a hurricane strikes; a ship catches fire; any number of things occur to change priorities. It is important that at each level "the Boss" -- the decision maker -- be kept advised of changing priorities. Priorities should be reexamined regularly and readjusted as necessary.
6. Under a system where our budget is set and our personnel ceilings are fixed as we go into the fiscal year, when something is to be added to our plan or our program during the year, an equivalent something must be subtracted. Likewise if something is to be moved up in priority, something, somewhere has got to move down. This is the crux of the situation. If the something added-something subtracted, or something up-something down maneuver can be made before it goes to "the boss", then response will usually be quick and favorable. It will continue to be so all the way up to the Commandant.
7. How do we select priorities? What is the basis for selection? A few of the items that should be considered, not necessarily in the order of importance for any given situation, are:
- a. Operational needs.
  - b. National programs- for example, the push to clean up the environment and stop the contamination of our waters and beaches.
  - c. Local or national political climate -- this includes interagency, as well as partisan politics.
  - d. Human aspects of the situation.

C. Resolution of Conflicts.

1. Of course, there will be conflicts that will arise - conflicts between a unit CO's desire, and a district commander's between a district commander's desire and a program director's; the program manager versus the servicewide need and so forth. These come up regularly in the allocation of resources as we change; increase one program, decrease another. The basis for decision on these conflicts at Headquarters is as described below -- it is equally applicable at districts and local commands.

- 2.C. 1. a. When district commanders offer resources through a reduction of an operation somewhere within the command, they have first consideration for use of that resource somewhere else in the district. The claim to that resource will hold unless and until a program director, from the program that has suffered the decrease, can demonstrate beyond reasonable doubt that there is a need, elsewhere in the program, which clearly overrides the district's need to which the resource is to be allocated.
  - b. The same kind of relationship exists between program needs and overall servicewide needs. A program director who offers a resource saving, has first choice for that resource, unless there is a higher priority servicewide need elsewhere.
  2. These are not hard and fast rules, but they are general ground rules. In actual application, they are tailored to the situation at hand. Again, as in all other situations in the priority business, it ultimately comes down to that one final statement -- "the Boss" decides. In application of these "ground rules" at Headquarters, "the Boss" is usually the chief of Staff; sometimes the Commandant.
- D. Procedures and Policy for Submission and Processing of Reprogramming Requests. Many reprogramming actions are included in planning proposals submitted under the guidelines of COMDTINST M16010.1 (series). Coast Guard Planning & Programming Manual. When not developed as part of a planning proposal, requests for reprogramming of resources shall be submitted by letter to Commandant (G-CPA) via the chain of command (district units shall submit requests via district (dpl)). Provide copies of the requests direct to cognizant program/support managers involved. To expedite processing at Headquarters, the requests must contain the following information, as a minimum:
1. Full explanation and/or rationale used to support the change(s) requested. Specific workload data included to provide reviewers with all of the facts. Merely requesting to exchange a BM1 for an SK1 "to relieve workload" is insufficient. The loss of the BM1 gives rise to the question of impact of that loss to the losing program. "workload" situation being relieved by the SK1 needs to be quantified.
  2. Identification of offsetting resources. Offsetting resources of lower priority must be identified or the request then becomes one to be considered in future budget competition. No pool of resources is maintained at



2.D. 2. (Cont'd) Headquarters awaiting new needs. Requests for resources for immediate relief accompanied by the statement that "no offsetting resources are available" are frequently received. In such cases where no lower priority resources are identified, it is presumed that the resources requested are of a lower priority than all existing resources under cognizance of the originator.

3. Alternatives will be considered.

E. General Guidance/Policy on Reprogramming.

1. Reprogramming requests that involve changes in the mix of military billets; that is, proposals that would change the total number of CO, WO, or ENL billets, will not be approved outside the budget process.
2. Unprogrammed changes to the CO-WO-ENL billet make-up, outside the budget process, preempt the entire personnel planning process and produces a chain reaction that is disruptive to the system. In instances where a change of this nature is desired, but no offsetting transaction is available under control of the originator, it may be forwarded to Headquarters for consideration at such time as an offset can be found from some other district or command. Prospects of immediate relief are not generally good.
3. When seeking to solve staffing deficiencies through reprogramming, it is clear that we must be concerned over the level of resources offered to offset the new need. In that sense, and within reason, the offsetting resource offered to establish a new billet should be of the same grade wherever possible. For example, proposed upgrades should be offset by equal corresponding downgrades, particularly in dealing with commissioned officer billets. Offsetting resources do not necessarily have to be of the same specialty or come from the same program/support area. The driving factor in setting the level of the new billet is dictated by the task (s) to be performed. Escalation of grade levels or overstating job requirements to compensate for personnel shortages within a rating must be avoided. Such a practice only serves to render allowance data invalid and ultimately promote inappropriate use of our people.
4. Reprogramming requests must take into consideration operating program plans and published information on current budgetary actions in progress.

2.F. Evaluating Reprogramming Requests. Some of the significant factors used in evaluating reprogramming requests are cited below:

1. Existing grade structures -- overall as well as within the disciplines involved. A sufficient number of jobs at lower levels must be maintained to provide a "pipeline" in all disciplines. While the "job" itself is the primary consideration in determining a billet level, there is the ever-present trend to seek one or even two grades higher to accommodate perceived or actual "personnel" limitations. Some of these limitations are long-standing and some temporary in nature -- that is, the capability to provide the E-5 or E-6 at specific job level, or a lack of it. This is a recognized problem area but the long-term solution does not lie in escalating billet levels.
2. Sea/shore factor. An effort is made to align billets in the seagoing disciplines in a fashion to provide a reasonable opportunity for an acceptable mix of sea/shore duty. Prolonged neglect in this area has the ultimate affect of losing trained personnel.
3. Personnel Availability. Long standing problems in certain disciplines are a consideration when acting on requests to reprogram and is an appropriate element to consider at the point of origin. Alternative solutions are sometimes workable where the job to be performed is not exclusively rating specific. For example, a long term inability to produce and retain personnel in the AM specialty would, in certain situations, lend credence to considering a BM or possibly a GM or RD -- depending on the job.

G. Civilianizations. Generally, conversions of military billets to civilian positions will be approved only when such transactions have been included in the current operating stage of the budget, are due to congressionally imposed constraints, or can be accommodated within existing personnel ceilings. The only exceptions will be those where an offsetting transaction is proposed or located elsewhere. This policy must be followed because we do not have the authority to add civilian positions to the Coast Guard; and furthermore, any civilian position not have had any added in the budget process would not have had any corresponding employment ceiling authorization.

H. "Ownership" of Personnel Resources.

1. "Ownership" of a billet or position goes first to the commanding officer of the Headquarters unit or the district where it is located; secondly to the program or support director having cognizance over the facility where it is

- 2.H. 1. (Cont'd) located (HQ Facility Coordinator); and, finally, to the original sponsor of the billet, should that person be other than the program or support director involved.
2. "Ownership" is not to be construed or interpreted to mean that a program manager at Headquarters may not initiate a proposal to withdraw resources from one district for reallocation elsewhere within a program when such action is based on a change in workload, operational program levels, program emphasis, or other justifiable cause for increase in one area and decrease in another. In such instances, the required notification will set forth the basis for the withdrawal of the resources for reallocation elsewhere. (See 2-J).
3. Although the support managers, except when qualified under paragraph 1 above, do not have any "ownership" claim on resources in their areas of interest, input from them is weighed heavily in evaluating proposed reprogramming. Furthermore, it is not improper for support managers to initiate recommendations for reprogramming; or, at times, initiate budgetary action for resources. When so action, all affected program managers/HQ facility coordinators will be consulted to the extent that units under their cognizance are involved.

I. Reprogramming of Field Resources Initiated at Headquarters.

1. Reprogramming proposals originated by program/support managers at Headquarters outside the budget process must be coordinated with all program/support managers and field commands having an interest.
2. When withdrawal of a resource from a district or a Headquarters unit is involved, it is the responsibility of the originator to formally advise the district or Headquarters unit losing the resource(s). Supportive information as to why the resource(s) is being reprogrammed will be provided and (when appropriate) the affected command will be afforded adequate time to comment. Program/support managers proposing transfer of resources must be prepared to fund any additional travel costs.

J. Headquarters Action on Proposals to Reprogram Manpower Resources. Reprogramming proposals must be reviewed and processed with recognition of the "priorities and alternatives" concept discussed earlier in this Chapter. Although program and support managers are expected to be proponents of their programs, the ultimate goal of all reprogramming proposals is the most effective use of our manpower. When acting on reprogramming requests submitted by the field, it is imperative that the views of the "on site" person, faced with the job to be done, be weighed heavily. This has been and will continue to be the policy.

## CHAPTER 3. CIVILIAN STAFFING

A. General (Definitions). Civilian positions are authorized under the same administrative procedures as outlined in Chapter 1 for military allocations. The following general definitions are provided to give a better understanding of the civilian staffing process.

1. Full-Time Permanent Position (FTP) - Position Types "P" and "W". Positions that are authorized without time limit and which provide for a regular 40 hour workweek (fire-fighters are an exception to this rule). Positions type "P" for General Schedule (GS) and "W" for Federal Wage System (FWS) are used in the ADP accounting systems (e.g. PCN's 01-0001-P-E or 01-4001-W-E). ONLY AUTHORIZED FULL-TIME PERMANENT POSITIONS appear on unit personnel allowance listings. All FTP positions are authorized by Commandant (G-CPA).

Position Type "T" is also used in accounting systems. This position type denotes a permanent GS or FWS position filled at less than the full performance level and established against the "parent" "P" position (e.g. GS-9 position filled at the GS-7 level). The same PCN identification is used for the "T" position. A "T" position should not be established against a "P" position that is encumbered.

2. Permanent Part-time Positions (PTP) - Position Types "Z" and "M". Those positions established without time limit and which provide for a prearranged work schedule of not less than 16 nor more than 32 hours per workweek. Position type "Z" for GS and "M" for FWS positions (e.g. PCN's 01- 0001-Z-E or 01-4001-M-E). Part-time permanent positions may be established at the local level without reference to Headquarters if they can be accommodated within currently authorized civilian employment ceilings.
3. Miscellaneous Position Types. The following miscellaneous positions are used as needed to pursue various personnel programs. They do not appear on unit personnel allowance lists.
  - a. Temporary Positions - Position Types "V" and "X". Those GS or FWS positions established for a fixed term (normally less than one year) to accommodate or relieve a workload/personnel situation of a truly "temporary" nature. Position Type "V" for GS and "X" for FWS positions are used in the ADP accounting systems (e.g. 01-0001-V-E or 01-4001-X-E). The work schedule for employees in these positions may be full-time 40 hour workweeks, part-time 16 to 32 hours, or intermittent (on an as-needed basis). Positions in this category

- 3.A. 3. a. (Cont'd) may be established at the local level without reference to Headquarters if they can be accommodated within currently authorized civilian employment ceilings.
- b. Cooperative Education Student Trainees - Position Types "C" and "D". These positions may be established to pursue efforts in the program outlines in Chapter 308 of the Federal Personnel Manual and in COMDTINST 12308.3 (series). Normally the program will provide for 2 individuals alternating work and school schedules in a manner that a full workweek is realized from the combined hours of both. Position Type "C" is used when the schedule is properly arranged. Position Type "D" will be used for those periods when schedules conflict and have both individuals overlapping on duty - that is, both at work at the same time. Position Type "D" will be used for the second individual on duty. These positions may be established at the local level to the extent that they can be accommodated within currently authorized civilian employment ceilings.
- c. Non-ceiling or Special Ceiling Programs - Position Type Y. This position type covers various programs, either non-ceiling or requiring special civilian employment ceiling allocation obtained from OMB/OST and administered by Commandant (G-PC). For example: Summer Aids; Stay in School Program; Federal Jr. Fellowship Program; Presidential Management Intern program; and first year worker trainee opportunity program. Activities in these programs require approval by Commandant (G-PC).
- B. Position Control Number's (PCN'S). For general position accounting purposes, each civilian position is assigned a unique Position Control Number.
1. PCN's for full-time permanent positions (FTP) are assigned by Commandant (C-CPA) at the time the position is initially authorized or when it is reprogrammed in a manner as to require a new identification. All other PCN's will be assigned locally using care to avoid duplication.
  2. Position Control Numbers are developed for the PAL system using a combination of numeric and alpha characters as shown below: (e.g. 01-0001-P-E).

3.B. 2. (Cont'd)

Positions 1 thru 2: Indicates basic location of the positions. "01" First District "02" Second District, etc. Headquarters unit positions have specific numbers assigned as is the case for the various offices at Coast Guard Headquarters.

Positions 3 thru 6: Sequential position number. For ease of reference at the Headquarters level, the following pattern has been used with regard to the sequential portion of the PCN:

0001 to 0699 -- General Schedule positions in the OE appropriation.  
0700 to 0799 -- General Schedule positions in the RT appropriation.  
0800 to 0899 -- General Schedule positions in the OE appropriation.  
0901 to 1300 -- General Schedule positions in the AC&I appropriations.  
2000 to 2999 -- Upward Mobility positions.  
3000 to 3999 -- General Schedule positions in the R&D appropriation.  
4000 to 5999 -- FWS positions  
7000 to 7999 -- Special Programs (e.g. Summer Hires).  
9000 to 9999 -- Medical staff positions. (nurses etc.)

It should be noted that this numbering scheme assists retrieval only in the PAL systems. For instance, retrieval of upward mobility employment information from the CIVPMIS would be based not on the position number sequence, but on the special program identifier.

Position 7: Position Type - "P", "W", etc., (discussed earlier in this Chapter).

Position 8: Appropriation Code to indicate funding – Codes currently in use are:

"E" - Operating Expenses Appropriation  
"A" - Acquisition, Construction & Improvement Appropriation  
"R" - Reserve Training Appropriation  
"B" - Research & Development Appropriation  
"I" - Operating Expense (Industrial Accounting)  
"Y" - Yard Appropriation  
"X" - Operating Expense (Reimbursable Positions)

3. C. Personnel Allowances - Official "Permanent Position" -Authorization - Formal Establishment.
  1. A full-time permanent position is considered "AUTHORIZED" when it has been formally issued by means of a Personnel Allowance Amendment (CGHQ Form 975OA), and subsequently appears on the individual unit personnel allowance listing.
  2. A full-time permanent position is considered "ESTABLISHED" when the position description has been prepared and classification action completed. During the period from initial authorization until a Change Notice (CG-5672) is received showing the actual series, grade, and title of newly authorized or reprogrammed positions, official personnel allowance listings will record the title of such positions as "PENDS ESTABLISHMENT".
  3. New positions authorized by Commandant (G-CPA), either as a result of budgetary action or reprogrammings approved at the Headquarters level, will be authorized at an "ESTIMATED GRADE LEVEL AND SERIES". In the classification process following development of the position description, some variance is expected. The maximum grade variance for positions authorized at the GS-07 level and above will be two grades. Because of the impact on salary funds and average grade considerations, jobs written to classify at more than two grades above that estimated will be referred to Commandant (G-CPA) for approval before the recruitment process commences.
- D. Authorized Civilian Position Listings.
  1. For convenience, each civilian personnel office that does not have access to a local PAL system is provided a monthly listing of the civilian positions allowed for that command.
  2. Civilian personnel listings must be carefully reviewed since they reflect the official information base on which all civilian unit personnel allowance data is evaluated. Important management decisions affecting civilian position authorizations are made on the basis of this data. These include budget reduction actions, employment ceiling adjustments, evaluations of planning proposals and large scale reorganization/reprogramming proposals. The data is also used in the initiation of budget items in the various program and support areas.
  3. Except for the addition of new positions and those reprogrammed by Headquarters, the accuracy of this information will depend entirely upon input received from the field personnel offices as a result of actions taken under delegated authority. Form CG-5672 (Billet/Position Change Notice), described in Chapter 1.F, is used to update the PAL system.

- 3.D. 4. Sufficient lead time should be allowed for receipt of field input and processing in the update cycle; however, should incorrect information appear on the file for more than two months, a follow-up Form CG-5672 should be submitted.



## CHAPTER 4. CIVILIAN POSITION REPROGRAMMINGS - POLICY - DELEGATION OF AUTHORITY

### A. Background.

1. Prior to implementation of the Full-Time Equivalency (FTE) System of civilian employment (ceiling), the authority granted to field commanders with regard to reprogramming of full-time permanent civilian positions was limited. Because of the new method of employment authorization and control, a maximum degree of flexibility must rest at the operating level. Accordingly, authority to act without recourse to Headquarters has been expanded as outlined in this chapter.
2. Practices adopted in using the delegated authority cited in paragraph 4-B must be tempered to some general guidelines and areas of concern discussed in the remainder of this section.
3. Under the planning and budgeting system employed by the Coast Guard, one must recognize that program and support managers in Headquarters advance proposals in the budget competition for resources to further efforts in their areas of interest. Once a line item survives to the Congressional stage of the budget and is ultimately approved in our appropriation, it is incumbent upon all management officials to maintain an appropriate degree of integrity toward the use of resources so obtained. New positions from a budget must be used for the purpose authorized for at least three years before being reprogrammed without specific approval of the Commandant. Requests for waiver will be submitted to Commandant (G-CPA), with a copy to the appropriate program or support manager.
4. Preliminary planning data provided to the field should be considered before reprogramming of resources from one program to another. An inconsistent action would be the withdrawal of resources from a program area where additional resources are being sought actively in current budgetary efforts and tentatively planned for the unit or district considering such reprogramming. Any questionable cases in this area should be referred to Commandant (G-CPA).
5. Conflicts may arise between the views of the program and support managers in Headquarters and the "on scene" commander as they have in the past; nevertheless, the flexibility needed in the field is overriding. A consideration of the policy and philosophy discussed above will help keep conflicts to a minimum.

#### 4.B. Delegation of Authority.

1. Temporary and Part-Time Permanent Positions - General. Except as limited in paragraph 2 below and to the extent consistent with delegated classification authority, district commanders and commanding officers of Headquarters units with operating civilian personnel offices. (Chief, Administrative Services Division at CG Headquarters) are authorized to establish temporary and part-time permanent positions. This authority is granted with the stipulation that employment of individuals in such positions will be accommodated within existing authorized civilian personnel employment Full-Time Equivalency (FTE). (See Chapter 5 for guidance on civilian employment ceilings.) It is unlikely that any additional ceiling will be available from the Commandant (G-CPA). All personnel employment planning must be pursued on that premise -- not on the hope that relief can be provided for a situation which is the result of poor planning.
2. Temporary and Part-Time Permanent Positions - Restrictions. In using the authority delegated above, the following restrictions apply:
  - a. Temporary positions may not be established in appropriations other than "OE" - (Operating Expenses) without reference to Commandant (G-CPA). Use of the Rapidraft Letter (CG-3883) with full particulars is suggested as an appropriate vehicle for such requests.
  - b. Funds must be available locally for the salaries of temporary FWS (Federal Wage System) positions in the "OE" (Operating Expenses) appropriation (does not apply to FWS positions set up at less than the full performance level against a higher grade authorized position).
  - c. Temporary positions may be established and filled for a period of up to one year, and extended in increments of up to one year, for a total of four years without prior approval from Office of Personnel Management (FPM 316-21). Workload situations dictating a need involving more than four years will be considered "permanent" in nature and will have to be accommodated through reprogramming of a permanent resource.
3. Full-Time Permanent Positions - General.
  - a. Except as limited in 4. below and to the extent consistent with delegated classification authority, district commanders and commanding officers of

- 4.B. 3. a. (Cont'd) Headquarters units with operating civilian personnel offices are authorized to relocate (reprogram) full-time permanent positions (GS or FWS) to meet changing workload requirements or to address changing personnel needs without prior approval of the Commandant. At Coast Guard Headquarters, this authority will reside at the Office Chief level.
- b. Because of the significant authority being delegated, provisions must be made to assure that accurate staffing data is available at Coast Guard Headquarters. Precise data on personnel allowances is an important element of our general management needs for audits, responses to inquiries from all sources, and important to those involved in the planning and budgeting process at Headquarters.
- c. To satisfy this requirement, a Billet/Position Change Notice (CG-5672) shall be used to report such actions taken under existing delegated personnel classification authority as well as to report those actions taken under authority delegated in this publication. SF-52's (Requests for Personnel Action) will no longer be required by Commandant (G-CPA) or (G-PC), however they may still be required within the local administrative chain for documentation. The requirement to provide Commandant (G-PC) with a copy of new or revised position descriptions will continue in effect.

4. Full-Time Permanent Positions - Restrictions. In using the authority delegated above, the following restrictions apply:

- a. Only positions in the Operating Expense "OE" appropriation may be reprogrammed, except at the Yard where "Y" funded positions may be reallocated internally but funding may not be changed from OE to Yard or the reverse.
- b. Positions dedicated to the following programs may not be reprogrammed without prior approval of Commandant (G-CPA):

Upward Mobility  
Civil Rights  
Equal Opportunity  
Medical (Professional Positions - nurses, etc.)  
Safety (Management Staff Positions)  
Minority Business Enterprise

- 4.B. 4. c. Changes in pay category from GS to FWS or vice versa require prior approval of Commandant (G-CPA).
- d. Changes in grade of two or more levels, to or above the GS-07 level (EXAMPLE: GS-04 TO GS-11) should be submitted to Commandant (G-CPA) for consideration.

## CHAPTER 5. CIVILIAN EMPLOYMENT CEILINGS (FULL-TIME EQUIVALENCY)

### A. General.

1. Definition and Discussion. Civilian employment ceiling is the level of employment authorized for each agency for a given fiscal year. It is the administrative device used by the Executive Branch to control the size of the Federal workforce and dollars expended on salaries. Under the old control system, in use for many years, the ceiling numbers imposed were applicable to only the last day of the fiscal year. The Full-Time Equivalency (FTE) System became effective in Fiscal Year 1982. It is the FTE System that is discussed in this Chapter.
2. Background. In September 1977, the President authorized the Office of Management and Budget (OMB) and the then Civil Service Commission (CSC) to conduct an experiment with full-time equivalent (FTE) employment controls to determine whether such controls could:
  - a. break down artificial barriers that may inhibit the employment of part-time permanent workers; and
  - b. improve personnel management and overcome some of the criticisms directed at the former end-of-year ceiling control system.

On September 24, 1978, (the start of a new pay period), test agencies formally switched to FTE employment controls for fiscal year 1979. These FTE controls replaced the old numerical end-of-year employment ceilings, which the agencies would normally have had to meet on September 30, 1979. Each test agency was assigned a work year ceiling for full-time with permanent appointments (FTP) and a work year ceiling for total appointments. These new ceilings represented the maximum cumulative number of hours that could be worked by employees during the fiscal year. They apply to TYPE OF PERSONNEL APPOINTMENTS rather than TYPE OF POSITIONS BEING FILLED. Beginning with Fiscal Year 1981, some other Departments switched to the new system. In Fiscal Year 1982, the entire Executive Branch (excluding the Postal Service) shifted to FTE ceilings.

### B. Characteristics of FTE Employment Ceilings.

1. Under the FTE concept, each agency is assigned FTE employment ceilings based on the number of work years required to achieve agency missions and objectives. This ceiling is based on the maximum cumulative number of hours that can be worked by all employees subject to ceiling,

- 5.B. 1. (Cont'd) (include full-time, temporary, part-time, intermittent, etc.). THESE WORKYEAR CEILINGS APPLY TO APPOINTMENTS RATHER THAN TO POSITIONS (a major change from the former ceiling control system).
2. The DIFFERENCE between full-time employees with permanent (FTP) appointments and the total ceiling represents the cumulative number of hours that can be worked by ALL employees who do not have FTP appointments that is, part-time permanent, part-time temporary, full-time temporary, and intermittent employees. It is in this area that flexibility exists and must be used to our advantage. The basic rule allows one to shift work years from the FTP category to the other than FTP category and the back again, so long as the total work year ceiling is not exceeded.

FTE ceilings for FTP and total employment are developed on the following basis:

- a. Work year ceilings are generally based on a 40-hour workweek and a total of 52 workers in a year. (2080 hours = 1 FTE).
- b. Ceilings exclude overtime hours, compensatory time, lump-sum leave, and sick leave pending disability retirement.
- c. Ceilings also exclude work hours attributable to employees in non-ceiling programs and other OMB approved exemptions, such as Disadvantaged Youth, Stay in School, Summer Aid, Federal Junior Fellowship programs, and certain personnel participating in the Worker-Trainee Opportunity Program.
- d. To the maximum extent feasible, ceilings are based on estimates generated by agency workload measurement systems.
- e. With the exception of Object Class 1134 (Non-ceiling Employment Program), ceilings for total employment are consistent with dollar amounts proposed for the total of object classes 11.1 and 11.3 in the object classification schedules.
- f. Ceilings are based on the same factors used to develop estimates of personnel compensation and allowances, as prescribed in Section 13.4 of OMB Circular No. A-11.

5.C. Coast Guard Ceiling Allocation Policies and Guidelines.

1. It has been the Commandant's policy over the years to allocate civilian employment ceiling on a "fair share" basis; that is, by setting an equal lapse rate for all districts and Headquarters units, with the exception of small units with 10 or less positions.
2. "Lapse" is defined as the difference between the total number of authorized FULL-TIME PERMANENT (FTP) positions compared to the number of work years allocated. Example follows:

District	
FTP Positions Authorized	300
FTE Civilian Workyears Allocated	<u>276</u>
"Lapse" Positions – Rate	24 (or 8% lapse rate)

3. It should be remembered that the authorized FTP position level allowed by Congress does not constitute employment authority. Employment authority is allocated by the Office of Management and Budget. Normally, the employment levels authorized will run between 6% to 12% below the authorized position level.
4. There is little doubt that our performance in the initial years of FTE will have an impact on future allocations. It is expected that agencies that fail to use the number of work years allocated to them will lose a portion of their FTE to competing interests throughout Government. Such actions would, it is thought, be tempered when shortfalls are the direct result of periodic "hiring limitations" or "employment freezes" that may be imposed.
5. One of the primary purposes of implementing FTE was to expand part-time permanent (career) employment of civilians. Agencies that have operated under this system have experienced significant growth in this area and have found the use of this type of employee as most advantageous at all levels, professional as well as in the lower grades.

D. Coast Guard Procedure.

1. Employment Allocation Vouchers (EAV's) CGHQ-4884 (see Figure 5-1), will be used as the administrative vehicle to authorize FTE employment levels. Initial computations under the new system will be to allocate ceiling on a "Fair Share" basis; however, it may become necessary to withdraw ceiling if progress reports project a shortfall. Initial allocation of FTE will be issued effective 1 October of each fiscal year, however this may be a tentative figure

DEPARTMENT OF TRANSPORTATION U. S. COAST GUARD CGIDP-2464 Rev. 2-85		U. S. COAST GUARD EMPLOYMENT ALLOCATION VOUCHER (EAV)		ORG. N. SYMBOL, FISCAL YR. CONTROL NO.	
ORGANIZATION				EFFECTIVE DATE (Mo. Day, Year)	
CATEGORY		PREVIOUS TOTAL (31)	NEW TOTAL (31)	DIFFERENCE (31)	
TOTAL FTE WORK YEARS (Full time Equivalency)					
CURRENT FULL TIME PERM POSITION LEVEL FY _____					
EXPLANATION OF CHANGES					
APPROVED _____ <small>(Signature of the Commandant)</small>				DATE	
COPY TO G-PC G-CBU					

FIGURE 5-1

5-4

PREVIOUS EDITION MAY BE USED

U.S. COAST GUARD EMPLOYMENT ALLOCATION VOUCHER (EAV)



- 5.D. 1. (Cont'd) depending on the budget approval and/or DOT allocating FTE to the Coast Guard prior to the beginning of the fiscal year. Following the initial FTE allocation, Commandant (G-CPA) will increase or reduce FTE by one quarter year based on the month in which positions changes were authorized and were signed. The following schedule identifies the months involved for each quarter FTE allocated.

<u>Month PAA Issued</u>	<u>FTE For Each New/Deleted Position</u>
OCT	1 FTE
NOV, DEC, JAN	3/4 FTE
FEB, MAR, APR	1/2 FTE
MAY, JUN, JUL	1/4 FTE
AUG, SEPT	0 FTE

The above schedule assumes a two month period for the recruitment process.

2. To provide a full understanding of the allocation process, the calculations displayed below shows how a ceiling level would be arrived at for a district with 300 FTP positions authorized.

Assume Total CG Authorized Positions:	7000
Assume FTP (FTE) Allocation from OMB/OST	<u>-6500</u>
"Lapse" Positions	500
 "Lapse" Position Rate (%)	 <u>500</u>
	7000 = 7.14%
District Authorized Positions	300
"Lapse" positions based on 7.14% rate	<u>- 21</u>
FTE Work Years (ceiling)	279

3. Ceiling for Administrative Law Judge Secretaries will be issued via separate EAV to the districts where located. These position will carry Headquarters Unit Position Control Numbers. FTE for the Administrative Law Judges will be issued to Commandant (G-CAS-5) via separate EAV.

E. Work Force Planning - Use of Assigned Work Years.

1. Under the FTE concept of ceiling we can no longer view the "ceiling" matter as of concern only at one stage of the year. An unconcerned approach to management of ceiling is a prelude to failure and a high probability that future Coast Guard allocations will suffer. Responsibility rests at the operating levels.

- 5.E. 2. A specific work force plan shall be developed at the local level for each fiscal year and amended based on achievement. It must be kept in mind that a work force shortage of 20 work years at the halfway point requires 40 employees in place over the remainder of a year. To arrive at the last month of the year with 10 work years unused, would require an additional 120 people on board for the entire month -- not only an impossible task but a disastrous beginning for the following year!! Commencing a fiscal year with excess people on board makes the management problem far more complex for the remainder of that fiscal year.
3. The work force plan should be drawn up based on local history of employment statistics giving full attention first to the FTP category. An estimate of time lost under the former system must be made, for this time is now available in terms of cumulative work years. For example, a position vacated for a period of three months while in the recruit process was lost time under the former ceiling system. Now, that 3 months is representative of 1/4 work year available for use.
4. Once an FTE plan is drawn up for use of FTP allocation, all of the remaining FTE can be used for part-time career and temporary employees. In addition, as the actual employment level develops, shortfalls in the FTP can also be used. For that matter, you have the option and are encouraged to use a portion of your FTP allocation for additional part-time career (16-32 hour weeks) personnel.

F. Education of Management Personnel.

1. The major difficulty encountered in implementing the FTE System was repeatedly identified as a problem of communicating the "system" to management personnel and a general reluctance to accept alternative types of employees (part-time career and temporary) in addressing workloads.
2. In the Coast Guard, the problems encountered by other agencies should be minimal because only about 13% of our work force is civilian and it is expected that a very high percentage of that number will be a fairly stable and continuing base of personnel serving with full-time permanent appointments. Nevertheless, local indoctrination/discussion sessions are essential to convey the limitations, flexibility and advantage of the system.

#### 5.G. Common Goals of Civilian Employment Programs

1. Since "personnel" are one of our most costly and important resources, a common goal to "maximize use of allowed employment levels" must be embraced by management officials at all levels. To be successful with the FTE System, parochialism must give way to the total picture. The reality of the scenario that will develop if parochial views prevail will likely be a loss of authorized work years to the Coast Guard -- ultimately passed down to the lowest levels.
2. Acceptance of employees into part-time career positions must be considered at all levels. The new system has been devised to promote the use of this category of personnel throughout Government.

#### H. Ceiling Management - Coast Guard Headquarters.

1. To avoid shortfalls the actual management of Headquarters FTE ceiling must be carried out against the overall Headquarters allocation. FTE will not be distributed to each individual office as was done in the past.
2. The Chief, Administrative Services Division (G-CAS) is charged with the overall responsibility for use of allocated FTE ceiling within Headquarters. Any disputes or conflicts in priorities that may arise will be resolved by the Chief of Staff. During periods of severe ceiling shortages, or at times when hiring limitations are imposed, decisions on "priority" of need will be made by the Chief of Staff.

#### I. Reduction In Force Actions Resulting From FTE Ceiling Limitations.

1. Sometimes we may have to resort to a "reduction in force (RIF)" because of employment ceiling problems. This approach will be taken only as a last resort and only after such action has been approved by the Commandant (G-CCS).
2. When the employment situation indicates a potential for employment in excess of allocation and which apparently cannot be rectified without recourse to RIF action, a full report will be submitted to Commandant (G-CPA). Include specific recommendations on how many work years must be eliminated and where the initiating office intends to impose such reductions, if approved.

- 5.I. 3. While not an exclusive cause, a lack of planning and continual monitoring of employment projections will contribute to development of situations requiring RIF actions. This assumes, of course, that the situation develops in the absence of external factors such as, employment freezes or major downward adjustments to authorized levels from one fiscal year to another.
4. District commander and commanding officers of Headquarters units (G-CAS in Headquarters) will establish such internal procedures as are necessary to effectively manage FTE ceiling and offset development of situations that require corrective action by use of reductions in force. The use of temporary or part-time employee in civilian personnel operations is suggested as an effective means of addressing the workload associated with the FTE System.